

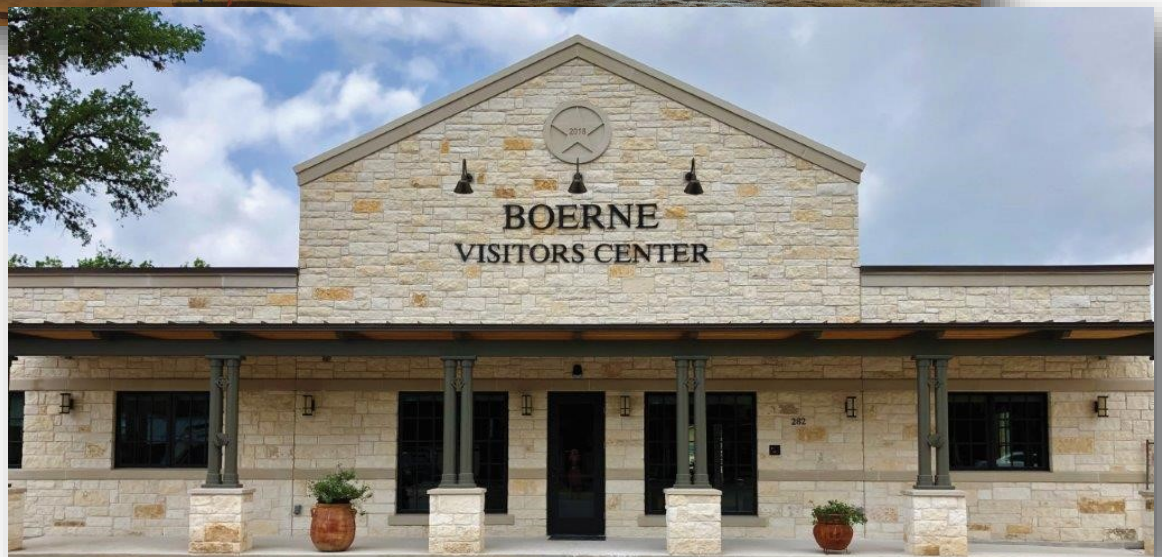


City of Boerne

Fiscal Year 2020

Work Plan

# ECONOMIC DEVELOPMENT



# ECONOMIC DEVELOPMENT

## ABOUT THE COVER...

In many of our first few Economic Development Work Plans and as late as the 2016 plan, key areas of focus included:

- 1) The need for a high-quality, full service hotel;
- 2) The inadequacy of the City's community center and therefore a lack of quality meeting spaces for groups larger than 300;
- 3) The community desire for additional medical facilities in Boerne in addition to the Methodist Hospital Emergency Center; and
- 4) The need for the City to continue to emphasize and reinforce its commitment to the Downtown area and the Hill Country Mile as the heart of the City and the primary reason tourists visit Boerne.

In 2019, The 142 room, full-service "Boerne unique" Bevy Hotel opened its doors with almost 7,500 square feet of high quality meeting space; the SoBo Medical Building opened, which includes an ambulatory surgical center; and the Boerne Convention and Visitors Bureau opened on Main Street. 2019 was a banner year for getting to see the results of the economic development efforts that took place for many years prior.

The Hotel Conference Center came as a result of years of conceptual discussion and culminated in a six month negotiation resulting in a development agreement that made the project viable. Those negotiations involved economic development staff at the City of Boerne as well as the Convention and Visitors Bureau, assistance from the Boerne Kendall County Economic Development Corporation (BKCEDC) and a significant financial commitment from Kendall County. It is a prime example of what can be achieved by the City along with its economic development partners, including the BKCEDC, the Chamber of Commerce and the County, which represents the theme of the FY 2020 City of Boerne Economic Development Work Plan-cooperation, collaboration and partnership.

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## 2020 ECONOMIC DEVELOPMENT KEY INITIATIVES

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### 1. REBOOT ECONOMIC DEVELOPMENT

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Utilize collaboration and partnerships with the Boerne Kendall County Economic Development Corporation and the Greater Boerne Chamber of Commerce



- ☐ Define and clarify the development process and roles of each entity
- ☐ Determine a plan for business retention and expansion efforts
- ☐ Establish development target markets based on community vision and goals
- ☐ Formalize efforts for business attraction and generation of leads
- ☐ Establish a means to track progress and measure success

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### 2. COMMUNITY PLANNING EFFORTS AND EC/DEV STRATEGIES

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Providing clear, predictable and consistent ground rules to remove impediments to new development

- ☐ Creation of Unified Development Code (UDC)
- ☐ Implement changes to development review process in the first quarter of 2020
- ☐ Develop/enhance incentive programs for downtown utility upgrades and property improvements; Expansion of existing facade grant program to include more extensive building improvements (through Historic Landmark Commission) and utility upgrades through new application/planning process
- ☐ Coordinate improvement/extension of utilities to create development ready sites and implement projects related to Buc-ee's development

*\*Note: Utility improvements may require bond funding*

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### 3. ROADWAYS/MOBILITY

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Mobility and access play a key role in encouraging or hindering economic development

- ☐ Coordination with TxDOT to facilitate ongoing roadway projects (IH10 and Hwy 46)
- ☐ Participate in the City of Boerne-Fair Oaks Ranch-Kendall County Transportation Planning Committee
- ☐ Prepare update to the City's Thoroughfare Plan based upon results of the community study

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## 2020 ECONOMIC DEVELOPMENT KEY INITIATIVES

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### 4. SOUTH BOERNE (SOBO)

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Work collaboratively with property owners to try to influence development in the SoBo area in accordance with the City's vision/plan

- ☐ Contact ownership and seek opportunities to facilitate development of the Christus Site
- ☐ Re-engage SoBo property owners/developers and consultants in SoBo overlay district and concepts

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### 5. TOURISM AND PLACEMAKING

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Tourism, destination promotion and unique retail developments provide for enhanced sales and motel tax revenue without generating added costs. Create quality places and venues where people want to live, work, play, shop, learn and visit

- ☐ The Convention & Visitors Bureau will collaborate with Hoteliers, Retailers and other entities to assist in generating tourism
- ☐ Focused and effective advertising
- ☐ Support and market Boerne events
- ☐ Encourage downtown development through parking and landscape enhancements
- ☐ Improve, market and promote the Hill Country Mile
- ☐ Continue to organize and enhance the Dickens on Main and Weihnacht's Parade events
- ☐ Enhance placemaking through TxDOT entry features
- ☐ Continue to organize and maintain the Public Art Program through the Art Al Fresco and Municipal Art Collection program

# ECONOMIC DEVELOPMENT

## **INTRODUCTION**

The 2020 City of Boerne Economic Development Work Plan is the 8<sup>th</sup> such document created to provide guidance and direction for the economic development team for the fiscal year. Prior plans laid out goals, initiatives and projects which remain active and relevant moving forward. Economic development can mean different things to different people. In general, economic development is a shared term that encompasses 1) community development, which is loosely defined as the participatory efforts to mobilize community assets that increase the capacity of residents to improve their quality of life, and 2) economic development, which is the process by which local government or community based organizations engage to stimulate or maintain business activity and/or employment in a community.

The two often are viewed synonymously reflecting the shared goals and ambitions of community and economic development. These goals include connecting residents to opportunity, reducing the concentration of poverty, increasing property values, serving as a catalyst for private investment, stabilizing housing and commercial investments, and improving overall quality of life.

The 2020 City of Boerne Economic Development Work Plan will serve as the guide for the City's economic development activities for the fiscal year (October 1<sup>st</sup>, 2019 – September 30<sup>th</sup>, 2020). In order to work as efficiently as possible and get the best possible output, the City, as in previous years, will focus on those areas in which it has the greatest amount of influence and which meet the definitions and criteria of successful economic development outlined above.

The five areas of emphasis are:

1. A Reboot of Economic Development through Partnership and Collaboration
2. Community Planning Efforts and Ec/Dev Strategies
3. Roadways/Mobility
4. South Boerne (SoBo)
5. Tourism and Placemaking

A renewed emphasis on working collaboratively with our community partners, specifically the Boerne Kendall County Economic Development Corporation (BKCEDC) and the Greater Boerne Chamber of Commerce, to better the economic development process will be the primary focus for the coming fiscal year. The BKCEDC and the Chamber of Commerce each have a new staff member leading their organization and the City has changed its leader for economic development as well. This change in staff has occurred in the last five months and presents a unique opportunity to reboot, re-energize and re-focus our efforts for the mutual benefit of our community, members of the Chamber and investors in the BKCEDC. Defining the process and clearly delineating the roles of each entity will make our efforts less redundant and more effective. Multi-year projects from prior plans including the Unified Development Code (UDC) and development process improvements will be completed and implemented. As always, the City looks to build upon the strong local economy, success of prior years and efforts of the City's economic development team to make 2020 another successful year for the City of Boerne.



## **COMMUNITY PLANNING EFFORTS AND EC/DEV STRATEGIES**

Boerne – As Unique As Our Name!

The distinctive character of Boerne is embodied in a unique blend of historic Hill Country character and small-town charm, our warm and welcoming people, and our vibrant and tourist-friendly downtown.

- We understand the importance of embracing our German heritage and culture because it makes Boerne a special place to live and play, raise a family, work, visit, and retire.
- We recognize that high quality education and diversity in housing and employment opportunities will allow today's residents and future generations to live our "Texas Hill Country" experience throughout their lifetime.
- We value building a community as unique as our name through open and transparent government, balanced and sustainable growth, protection of our natural resources, diversification of housing and jobs, and a continued promotion of our distinguishing sense of place.

Our vision and values are timeless even as land use and growth policies may change. Our City goals and actions reflect practical application of these values and aspirations.

## **GUIDING PRINCIPLES**

On August 28, 2018 the Boerne City Council adopted the 2018 Boerne Master Plan. The "Plan" serves as a blueprint to guide future development and redevelopment based on the established vision. The Plan considers existing and future needs and determines actions that the community should pursue over time to realize the overall vision. Each of the 5 primary elements of the Plan have a direct correlation to economic development. Therefore, the Plan, as a whole, is used to shape the guiding principles for economic development.

The Plan establishes the following guiding principles specifically for economic development:

- Encourage commercial redevelopment opportunities consistent with Land Use and Community Livability policies.
- Continue to promote Boerne as an excellent and desirable place to locate a business.
- Continue to support existing business development and expansion opportunities and initiatives.
- Continue to promote economic development opportunities both within downtown and along the City's arterial corridors and activity centers. This includes strengthening and diversifying downtown's economic base on equal footing as efforts along the City's arterial corridors.
- Ensure that the City is a well-governed, transparent, and ethical organization that provides excellent customer service.

The Plan also establishes the following overall "Goal" specifically for economic development:

*Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification and attraction of higher paying jobs, and destination amenities which maintain the overall financial viability of the City.*

The Goal and supporting objectives are included in this work plan as an appendix.

The annual economic development work plan takes the Guiding Principles and establishes specific actions for the City's economic development team to work on during the fiscal year. Each of the work plan actions will have a direct correlation to the guiding principles.

# ECONOMIC DEVELOPMENT

In general, the economic development team will:

- Seek and encourage quality economic development to include financial growth and quality of life balanced projects which preserve or enhance the character, natural resources, destination drivers and identity of Boerne;
- Pursue projects that will increase sales tax, hotel/motel tax, and ad valorem tax revenues with a focus on the balance of commercial versus residential tax base;
- Endeavor to increase utility revenues with a focus on adding wastewater treatment customers, growing gas system customer base and sales, utilizing the reclaimed water utility to achieve water system efficiencies to expand and maximize the City's water resources and in-fill development to improve the efficiency and financial stability of the electric system;
- Continue to promote economic development opportunities with emphasis on downtown, along the City's arterial corridors and activity centers and in the City's north side;
- Seek development in identified target groups and seek projects which include high quality jobs;
- Coordinate economic development efforts with the Boerne-Kendall County Economic Development Corporation (BKEDC) and the Boerne Chamber of Commerce to best leverage the knowledge, skills and abilities of the economic development staff at each organization;
- Utilize Boerne assets such as: quality of life, highly rated school system, proximity to San Antonio, and access to high speed, fiber internet services;
- Endeavor to retain and/or improve quality of life and unique community identity during periods of rapid growth; and
- Do all things that are necessary to meet the economic development goal of the Master Plan and achieve the Community Vision.

## THE ECONOMIC DEVELOPMENT TEAM

A fully rounded economic development effort requires a team with diverse background and skills. The community's economic development team transcends department lines and includes our partner organizations. The City team is led by the Deputy City Manager and the Director of Economic Development and includes individuals from the following departments:

- ⇒ City Manager's Office
- ⇒ Planning
- ⇒ Development Services
- ⇒ Utilities
- ⇒ Community Services/Special Projects
- ⇒ Convention and Visitors Bureau
- ⇒ Finance
- ⇒ City Attorney



Partner organizations include:

- ▶ Boerne Kendall County Economic Development Corporation
- ▶ Greater Boerne Chamber of Commerce
- ▶ Kendall County
- ▶ Boerne Independent School District



## ***1) Reboot Economic Development***

### **Utilize Collaboration and Partnerships with the Boerne Kendall County Economic Development Corporation and The Greater Boerne Chamber of Commerce**

To efficiently engage in any process or activity, each individual member involved in the process must know their role and responsibilities in the overall process. To this end, the City will look to its partners, specifically the Boerne Kendall County Economic Development Corporation and The Greater Boerne Chamber of Commerce, to engage in a collaborative effort using an established methodology to define each partners roles and responsibilities within the economic development process. The outcome will be a defined and well organized process that is consistent and repeatable and can be tracked and reported. With the establishment of new leadership in all three organizations, there is no better time for each organization to define individual roles within the economic development process and together leverage the value that each organization and its members bring to the process as a whole.

The City's economic development team will work with our economic development partners in 2020 for the following:

- Marketing the community and our opportunities for growth.
- Recruiting new businesses that meet the diverse needs of the community.
- Retaining existing businesses and facilitating expansion opportunities.
- Developing opportunities for small businesses, technology incubators and small start-ups.
- Seeking business development employment opportunities to provide higher paying jobs.
- Seeking housing opportunities for a broader range of residents from an income standpoint.

The City will continue to better define our expectations for our partners and determine how to measure the outcomes of our efforts. As such, the City will look to foster and grow the relationship with the Boerne Kendall County Economic Development Corporation, The Greater Boerne Chamber of Commerce, Kendall County and Boerne Independent School District as well as local and state organizations such as the San Antonio Economic Development Foundation (SAEDF), the Texas Economic Development Corporation (TxEDC) and the Texas Economic Development Council (TEDC). Working in conjunction with the BKCEDC the City will focus on those areas that it can contribute most to make economic development efforts more successful for the community. This will include a targeted effort to better define, utilizing prior studies and input from key stakeholders, the exact market sectors and opportunities the community should pursue to maximize local economic growth and stability while being good stewards of the environment and local resources.

Workforce housing, higher education, infrastructure readiness and workforce availability, training and development continue to be a concern for the local economy and the we will look to minimize their deleterious effects by examining means and methods used to reduce these issues in other communities and exploring solutions that may be unique to Boerne.

City efforts may best be allocated to helping achieve more infrastructure readiness to achieve the greatest impact possible and create certified "development ready" zones.

The City will continue to monitor key performance indicators established last year such as change in population, sales and use tax, ad valorem tax, median household income and utility revenues to monitor the overall strength and growth of the Boerne economy. Revenues and income of all types have all increased in prior years at rates faster than would be expected based on population growth and is a good indication of successful economic development activity.



## ***2) Community Planning Efforts and EC/DEV Strategies***

### **Providing Clear, Predictable and Consistent Ground Rules to Remove Impediments to New Development**

The 2019 City of Boerne Economic Development Workplan stated: “The adoption of the Master Plan means little without implementation. It is through the process of implementation that actions get translated into specific policies, operational changes, financial investments (e.g., capital improvements), further studies and new regulation. One of the first implementation actions is to update the regulations that direct development within the City.” As such, the City, with the help of MOSAIC Planning and Development Services, began the process of updating and combining the Zoning Ordinance, Subdivision Ordinance, Development Plat Regulations and Sign Ordinance to form a unified development code (UDC). After forming a diverse UDC Steering Committee in March of 2019, work immediately began on the project which has recently had the completion date for Phase I moved to March of 2020. The related handbook is scheduled to be ready in July of 2020. Creation of the UDC, coupled with the work the city has done and will do to streamline the development review process, is expected to make doing business in Boerne more consistent and predictable to facilitate quality development.

Improving the Development Review Process was identified as one of the highest priority projects for 2019. Last August, staff began the “first phase” in improving its overall development process. Meetings were held with developers and engineers in a series of developer forums geared toward hearing the development community’s concern with not only our processes for economic development, platting, infrastructure construction and building permitting but also our ordinance standards for construction and development. These forums were held in advance of the Unified Development Code (UDC) update and in quick succession with the intention of getting feedback and proposed changes to our UDC consultant so they could “hit the ground running” with ordinance updates immediately after approval of the contract by City Council.

Last fall, as the developer forums concluded, former council member (now Mayor) Handren volunteered his time, assistance, and knowledge of Six Sigma process improvement methodology to City staff with an eye toward improving our development process for our customers. Staff began, with Mayor Handren’s assistance, the “second phase” of improving the overall development process. All staff involved in the development process as well as the “process owners” (City Manager’s Office) were led in a “swim-lane” analysis of current processes (i.e. Annexation, Zoning, Subdivision Platting, Development Platting, Infrastructure Construction and Building Permitting).

These analyses laid out each individual staff member’s role within each process and helped to point out pitfalls and shortcomings in the way items were processed that created issues and time delays for not only the Customer, but also staff. Staff, once each process was completely mapped out, then met again in a series of “Process Mapping Improvement Swim-Lanes”. Through these meetings staff worked to create a new process that was consistent, predictable, and repeatable for all parties involved.

The Process Mapping Improvement meetings concluded in the spring of 2019. Since their conclusion, staff has been working with the UDC consultant and City Attorney to fine tune the proposed changes and make sure that all state regulations for plat processing, which changed shortly after the process mapping meetings concluded, are met. Upon being thoroughly vetted by the UDC consultant and City attorney, the next phase of our process improvement effort can begin.

The next phase will involve further vetting of the proposed process changes with the developer forum attendees to ensure that the proposed changes address current concerns that the development community has voiced as well as internally addressing the logistics of these changes. In the meantime, staff continues to work to address immediate changes that can be implemented without any change to current ordinances (i.e. simple internal processing and customer service-related endeavors that will improve overall customer satisfaction).

The goal remains to have all process improvements and ordinance updates coming together and being in place when the UDC is adopted. The City will strive for ongoing improvement of its processes. The continued goal will be to preserve the unique Boerne identity and enhance quality of life, while creating a more fluid and predictable review process to avoid unnecessary cost and delay

for the development community.

*The following is an excerpt from the 2019 Economic Development Work Plan:*

***Improving Public Infrastructure to Create More Development Ready Sites***

*This is a multi-step process that includes:*

- *Identification of target areas.*
- *Inventory of existing infrastructure within the target areas.*
- *Assessment of viability of existing infrastructure within the target areas.*
- *Identification and scoping of infrastructure enhancement, improvement and/or expansion projects.*
- *Prioritization of projects.*
- *Identification of funding sources for projects.*
- *Implementation (funding, design and construction) of projects.*

*\*Public infrastructure includes the following systems: transportation (streets), water, reclaimed water, wastewater, electric and natural gas. The full process will result in new infrastructure projects.*

The City has taken steps to, after identification of and subsequently within target areas, assess and identify existing infrastructure and potential enhancements or programs that could be utilized to foster or enhance public infrastructure to create more development ready sites. In identified target areas that have already been developed and look more to redevelopment (the downtown area in particular), it was determined that potential redevelopment on sites may be limited by an approach that focuses on putting in upgraded utilities prior to any potential site design/redesign. As such, the City identified the potential of incentives in these areas to assist in utility upgrades.

In the next year staff will look to develop and improve the downtown incentive program beyond the Historic District Improvement Program to include incentives geared toward assistance in utility upgrades and structure enhancements with the possibility of program implementation in the next budget year (2021).

The agreement between the City and Buc-ees calls for significant utility infrastructure improvements to be done by the City and work on those projects is ongoing. When complete, Buc-ees will provide a steady and reliable income stream to fund not only the improvements needed on site, but also provide the general fund with new revenue for a wide range of quality of life projects that are difficult to fund at this time. The addition of Buc-ees and the additional pad sites adjacent to it is the single most financially beneficial project the City has coming online to provide such funding. Design and development of the needed infrastructure will be a high priority in 2020.

### **3) Roadways/Mobility**

#### **Mobility and Access Play a Key Role in Encouraging or Hindering Economic Development**

Growth in the City of Boerne continues at a strong and steady pace. Community development projects related to construction and improvement of roadways continue to be a priority for both short and long term economic development. Ongoing planning and coordination for mobility projects remains a top priority for City Staff. Staff continues to work collaboratively with TxDOT to ensure that each project affecting the community and its continued mobility progress as smoothly as possible.

1. Scenic Loop Road/IH10 Expansion and Improvements (1<sup>st</sup> stage) – This \$11M project saw its first phase completion in 2018. Although the ultimate buildout for the project will be tied to other IH 10 expansion projects (see below), the scope of work for this project saw an expansion of access road lanes, a reconfiguration of the intersection of Scenic Loop Road and the IH 10 access road as well as a new bridge section on IH 10.
2. IH 10 Frontage Road (1<sup>st</sup> Stage) – This \$1.1M project also saw phase 1 completion in 2018. Like the Scenic Loop project, the Frontage Road will achieve ultimate buildout once the IH 10 expansion projects are finished. The scope of work for this project included a new frontage road expansion and a relocation of the exit ramp (Exit 540). Completion of this project provided for crucial access from IH 10 to SoBo developments.
3. Highway 46 Improvements/Esser to Ammann Road – This \$11.7M project has continued to move forward in 2019. The City was able to relocate utilities at a lower cost than the estimated \$1.75M to allow the project to move forward quickly. As a result, substantial progress on the project has been made. It is expected to greatly improve traffic flow on the east side of Boerne when completed, which is projected for the summer of 2020.
4. IH 10/Highway 46 Overpass and Frontage Road extension & South Main/Highway 87 overpass – TxDOT has combined what was once two separate projects into one \$65M project that saw construction begin in the summer of 2018 and continue through 2019. Project scope includes converting the existing IH 10 two-way frontage roads to greatly expanded one-way frontage roads, construction of a new IH 10 overpass at Balcones Creek Road, construction of new frontage road bridges at Balcones Creek, replacement and reconfiguration of interchanges at US 87 and SH 46 and reconfiguration of the entrance and exit ramps along the corridor. These projects will facilitate and provide roadway infrastructure for the construction of Buc-ee's Travel Center at the Hwy 87 interchange. The City continues to coordinate schedule, funding and timing of this project through TxDOT. The expected completion on this project still remains to be determined, but substantial completion by the end of 2020 is expected.

It remains a continued goal of staff to ensure that mobility, which the community has identified as a key issue facing Boerne, remains a top staff priority as the City continues to see growth and expansion.

First formative meetings have been held by the City of Boerne-Fair Oaks Ranch-Kendall County Transportation Planning Committee. It is anticipated that this effort will at some point require City of Boerne Staff input on mobility statistics and information and process used on prior transportation studies from 2007 and 2015.

Mobility and access play a key role in encouraging or hindering economic development. The most recent study shows nearly all of Boerne's major roadways will deteriorate to unacceptable levels of service over the coming years. The success of the new committee is paramount to both quality of life and the ability of the City to support basic City services through economic development in the years to come.

The City of Boerne master Thoroughfare Plan's last major update took place in 2015 and was intended to be modified following completion of the Comprehensive Master Plan. Work on the update is on hold, however, pending the outcome and findings of the recently appointed City of Boerne-Fair Oaks Ranch-Kendall County Transportation Planning Committee.



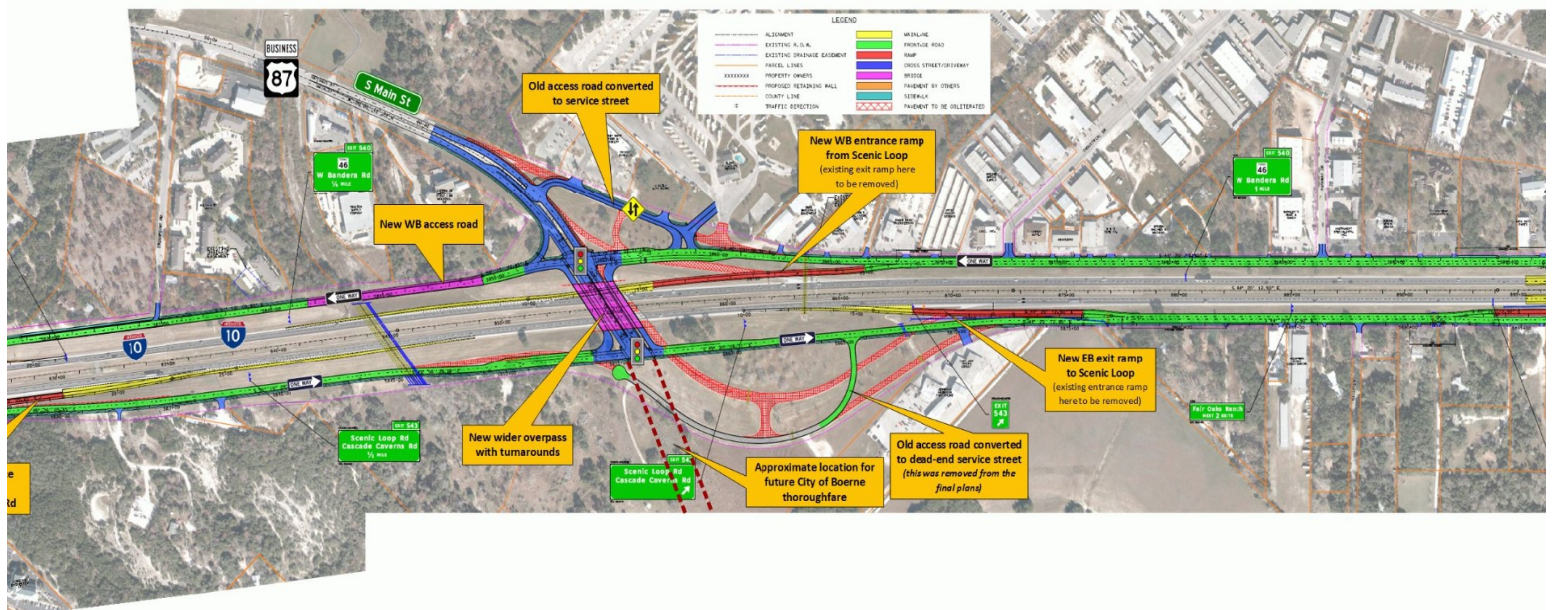
The group was appointed by the Mayors of Boerne and Fair Oaks Ranch along with the Kendall County Judge and is comprised of a very diverse cross section of involved citizens whose interests include engineering, transportation, smart growth, urban planning, environmental sciences and development. The group is charged with creating a workable and inclusive plan to address the anticipated traffic and mobility issues the two cities and Kendall County will face in light of the rapid growth within and around both Kendall County and San Antonio. It is anticipated that the groups work will be ongoing throughout 2020.

## Two Major TxDOT Roadway Projects

### IH10 AT HIGHWAY 46



### IH10 AT HIGHWAY 87





## 4) South Boerne (SoBo)

### Work Collaboratively with Property Owners to Try to Influence Development in the SoBo Area in Accordance with the City's Vision/Plan

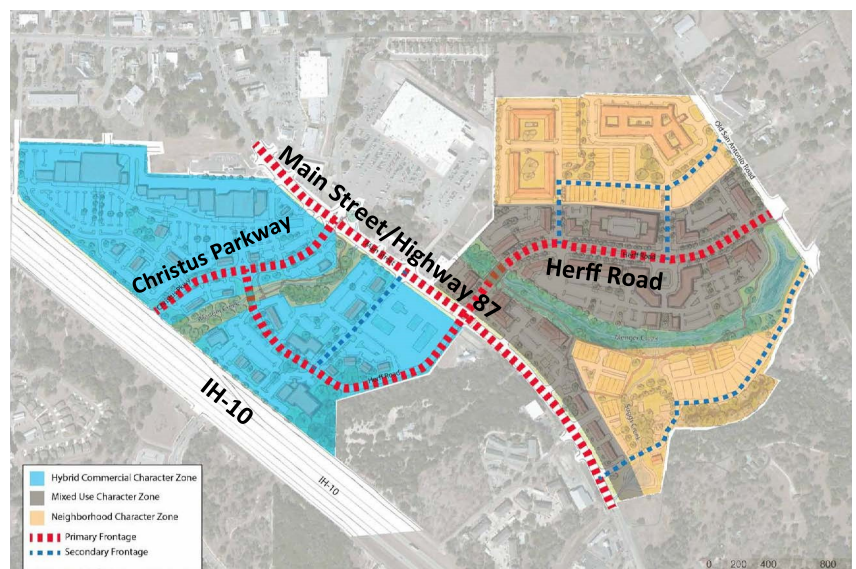
Fiscal Year 2019 saw continued expansion and growth in SoBo. Utilizing the design standards specific to SoBo, implemented through an Overlay District in March of 2017, several developments including a medical office building, hotel-conference center and retail strip center have completed construction in the area. Several other attractive projects have been proposed and the area continues to draw interest from the development community. The City continues to work extensively with developers to make SoBo an attractive destination for future commercial development that will provide Boerne residents with a unique live, work, play experience.

The prior year saw the completion of a three story, 50,000 square foot shell building which included medical offices for Sports Medicine Associates, Hill Country Digestive Health, Texas Physical Therapy Specialists, Boerne Family Medicine and Advanced Pain Management and Rehab. These projects, along with the addition of other medical offices in and around Boerne, have helped address the goals from prior Economic Development Workplans for medical facilities in Boerne.

The City of Boerne, working with LFP Ventures, L.P. helped to bring to one of the western SoBo parcels a new full-service Double-Tree by Hilton hotel product. This product, named "The Bevy", is a four-floor, 127 room facility sized at approximately 94,000 square feet and containing about 7,500 square feet of conference center space as well as a full-service restaurant. This facility is expected to be a major anchor in the area and help drive future development of pad sites located in western SoBo. This hotel and conference center will help to attract larger conferences and will open the city to new revenue streams that were limited in the past due in large part to lack of conference center meeting space. Construction on this project was completed in the summer of 2019 and, as expected, has been a huge draw to Boerne and the SoBo area.

Development of the eastern portion of SoBo (formerly the Calder site) has progressed but is still very much in the preliminary planning stages. Although one site has been developed, a strip center containing a Schlotzsky's and Super Cuts, the bulk remains ready and primed for development. Working with the current property owner, the City hopes to bring to fruition its concept plan put forth by the Catalyst/Gateway Planning study which incorporated a mixed use of retail, housing, dining and entertainment in the area.

The City plans to continue to work with its partners to try and help facilitate development of the Christus site, located North of Christus Parkway between the IH10 Frontage and South Main Street, that has remained undeveloped although interest in the site has been substantial. The City will remain diligent in its efforts to effectively coordinate with prospective developers and new potential development looking at this site in the hopes of getting the best possible development that continues to bring the SoBo vision to life.



## ***5) Tourism and Placemaking***

### **Tourism, Destination Promotion and Unique Retail Developments Provide for Enhanced Sales and Motel Tax Revenue Without Generating Added Costs. Create Quality Places and Venues Where People Want to Live, Work, Play, Shop, Learn and Visit**

Tourism and destination promotion continues to play a major role in the economic health of the Boerne community. Destination promotion raises the community's profile opening the door to enhanced opportunities for traditional business relocation, expansion and new start-ups to occur. Destination promotion also contributes substantially to highlighting the quality of life issues critical to the relocation decision as well as resident's attitude about where they live. Attracting tourists to the community and destination promotion is a primary goal of the Convention and Visitors Bureau (CVB).

The CVB will continue to provide services assisting hoteliers, retailers and other organizations with strategic planning, revenue and occupancy forecasting; as well as advertising and marketing campaigns as needed throughout the year. The CVB will continue to market Boerne as a tourism destination and economic generator through the following:

- Advertising - Individual/Transient advertising; Group advertising; Internet advertising; Social media presence; Selective print; E-Newsletters. The CVB's advertising efforts continues to be strong reaching over 22 million in 2019.
- Representation - The City of Boerne and the CVB was well represented at Southwest Showcase, Texas Travel Councilors Conference, Texas Travel Industry Association's Annual Summit and Conference, and Texas Association of Convention and Visitors Bureaus in 2019 and will again in 2020.
- Metrics - Continue to gather and report visitor information from hotels, restaurants and businesses to the CVB Advisory Board; Provide quarterly updates and reports to City Manager and City Council
- Community Support - The CVB will continue to assist the Special Projects Department by providing support for community events, such as Dickens on Main, the Hill Country Mile, and public arts.

Boerne's tourism and hospitality business remains strong and continues to perform well against its competitive set in the Hill Country. The CVB can now enter into the meetings market with the addition of The Bevy Hotel.

Doors opened on the new Visitors Center located at 282 N. Main St. (corner of Lohmann @ N. Main St.) in May of 2019. With the opening of the Visitor's Center in downtown Boerne on the Hill Country Mile, the CVB will be able to better service visitors.

The opening of the Bevy Hotel, will allow Boerne to enter into the meetings and conference market. The CVB has had a significant impact on bookings at The Bevy by providing over 72 leads through October 2019.

The City's Fiscal Year 2020 budget contains a \$100,000 line item intended to improve entryways and gateways into the City of Boerne. It was presented as a 5-year plan for funding such improvements. Current TxDOT projects include overpasses at Hwy 87/Main Street and Hwy 46/Bandera Road. Staff has opened a dialogue with TxDOT to possibly incorporate enhancements to the overpass structures to present a "Boerne" element to them. This could be the best and most eminent opportunity for utilization of the funds in 2020, with future enhancement projects aimed at the entryways into Boerne off the interstate highway or on Hwy 46. Such improvements contribute to Boerne maintaining its unique identity from San Antonio and other suburbs and present the Boerne name and brand to 50,000+ travelers per day.

The fourth annual Art Al Fresco installation included ten new sculptures and the acquisition of two sculptures to be added to the City's permanent public art collection. The 19th Annual Dickens on Main was another big success with an expanded event footprint, new entertainment and children's activities. Good weather both days assisted with larger than ever attendance and record sales for many of the downtown merchants. A total of 5 applicants received approval from the Historic Landmark Commission for Historic District Improvement Program funding totaling \$30,625. The Hill Country Mile received the 2019 Texas Chapter of the

## ECONOMIC DEVELOPMENT

American Planning Association Great Streets award followed by the 2019 TML Municipal Excellence Award for The One and Only Hill Country Mile.

City staff has been successful in planning and developing both expanded and enhanced downtown public parking facilities. Recently the Boerne Visitors Center and Lohmann Street parking lot was completed. This year the TxDOT Main Street enhancement project in front of the Boerne Visitors Center and The Dienger Trading Company will be completed. The completion of the new Boerne City Hall will provide additional public parking that will be especially beneficial during evening and weekend events. Further public parking across Main Street from City Hall will be made available this year through an agreement between the Boerne Independent School District, St. Helena's Episcopal Church and the City to renovate the former BISD administrative parking lot.

The HCM Strategic Marketing Plan has been created and will guide the marketing and promotional efforts of staff and public relations consultant for this fiscal year. Launching this year will be the new HCM website that features downtown shopping, dining, lodging, the arts, events and more. For the first time, two professionally developed HCM videos have been developed for social media marketing of the HCM to entice both locals and day trippers to visit Boerne's downtown destination. Special Projects staff will continue to collaborate with CVB staff and public relations consultant for the selection of media outlets including social media, Boerne's Visitors Guide, special event cooperative advertising, and numerous other promotional media opportunities in targeted Texas metro areas.

The City will again host Dickens on Main 2019, the 20th anniversary of this premier community downtown event. This year's Thanksgiving weekend event will have some new attractions and greater selection of both food and merchandise vendors. Staff is planning to utilize additional marketing and social media outlets to promote tourism, shopping, and dining as we continue to improve event quality and public safety. The Weihnachts parade and Stocking Stroll (a Hill Country Mile Retailers event to sponsor Dickens Village) are held on the Saturday following Dickens.

The City will continue to look for unique and high-quality public art for the Spring 2020 debut of the fifth year of Art al Fresco. Ballot boxes complete with paper ballots and public art walking tour maps have been placed at a variety of city offices and downtown merchants to facilitate greater public awareness and participation in this temporary public art installation program. To date a total of 7 sculptures from this program have been added to the city's permanent public art collection.

### Skittles

by GiGi Miller, Austin, TX

Location: Patrick Heath Public Library, 451 N. Main Street, Boerne, TX





# APPENDIX A— MASTER PLAN

## FUTURE DIRECTIONS

### Economic Development

**GOAL 5: Foster a thriving and diverse economy through business attraction, retention, expansion, employment diversification and attraction of higher paying jobs, and destination amenities which maintain the overall financial viability of the City.**

**Objective 5.1: Foster sustainable, quality economic growth in Boerne.**

**Action 5.1.1, Continue to develop an annual budget, the CIP, and the Economic Development Work Plan to ensure a proactive and coordinated course of action for current and future economic development efforts.**

On an annual basis, the City creates an operating budget and Capital Improvement Plan (CIP). It is essential that these financial plans are used to ensure the financial integrity of the City so that adequate revenues and reserves are maintained to protect or improve the City's bond ratings. In so doing, accomplishing the community's visions and goals as described throughout the comprehensive plan is made possible. The City's primary mission for economic development is to increase and diversify the City's revenues for all of these purposes. This includes revenue from utility operations as well as ad valorem and sales tax growth. The City's electric service area is confined to a small area and maximizing revenue within these constraints is very important to the system and its ability to support economic development and City operations. The City also develops an annual update to the Boerne Economic Development Work Plan, which is intended to provide a guide of economic development efforts for the next 12-month period. The 2018 update was the sixth plan created using this framework. The plan is created in concert with the BKCEDC to ensure efforts are mutually supportive and coordinated. The plan highlights the key partners in the City who are all working towards improving the economic competitiveness and overall quality of life for the Boerne community.

Prior work plans have primarily focused on growing the tax base, increasing sales tax and utility revenues, and capital projects that facilitate this growth in targeted areas. Future plans should also place an emphasis on attraction of businesses that would bring higher paying jobs in order to make Boerne a more self-sustaining City with less reliance on San Antonio. Moving forward, continuing to support this annual effort creates a strong blueprint for how to both plan for and track progress on an annual basis.

**Action 5.1.2. Maintain and/or expand support for an effective and coordinated business attraction, retention, and expansion (BRE) program.**

The BKCEDC and the City of Boerne work in tandem to identify local companies that will benefit from this type of program. The focus of this program is to identify opportunities to express appreciation to local companies for choosing to do business in Boerne/Kendall County; to educate existing business owners about potential resources available to them (i.e., City or EDC programs and incentives); to help business owners in identifying problems and mitigating potential risks; and to identify and facilitate connections between existing businesses and suppliers. Maintaining and expanding existing businesses is an essential component of any economic development program, and as such, should continue to be supported on an ongoing basis.

**Action 5.1.3, Evaluate opportunities to expand incentives and other assistance for residential and nonresidential property owners to reinvest in their properties.**

Promoting business expansion, like business retention efforts, is done through responding to the needs of a business. In order to expand, businesses generally need access to additional employees, building space, capital to purchase new equipment, or new suppliers/customers. The role for economic developers and the Greater Chamber of Commerce should be to ensure the availability of these resources for businesses. Workforce training programs can help to create a larger pipeline of local talent. Business attraction efforts can be targeted to potential suppliers and customers for local businesses. Business improvement grants can be made to qualified businesses to encourage capital investments in new facilities and equipment. These targeted incentives can meet the growth objectives of the community. Moving forward, Kendall County and the BKCEDC should continue to identify additional opportunities to expand cost effective incentives or provide other assistance to the Boerne business community and/or applicable property owners.



## APPENDIX A CONT.— MASTER PLAN

### FUTURE DIRECTIONS

#### **Action 5.1.4, Evaluate opportunities to increase entrepreneurship in Boerne.**

Entrepreneurs can be found everywhere, not just in large cities. Being an entrepreneur requires talent, knowledge, and an understanding and tolerance of the inherent risks related to bringing an idea for a new product or service to market. It oftentimes also requires a little bit of support to get started. In this regard, some communities and their chambers of commerce play a stronger role in helping entrepreneurs get off the ground. This could be in the form of seed money, training, and many other forms. Others go a little bit further and establish a fully sponsored small business incubator. A business incubator nurtures development of entrepreneurs by helping them survive and grow during the early start-up period, when they are most vulnerable. These programs typically combine low-cost office space (fully equipped for a small business) with business services and education tailored to young firms and entrepreneurial individuals. As the City continues to advance its economic efforts, considering a business incubator could help to create a strong entrepreneurial culture in Boerne.

#### **Action 5.1.5, Continue to support efforts to increase the establishment of place-based economic opportunities in Boerne.**

Traditionally, economic development efforts were solely placed on the attraction, and later, the retention of businesses. This approach depended heavily on large incentives (e.g., tax abatements), free land, reduced costs for infrastructure, or reduced time for processing. While these are still extremely important, the business environment of the 21st century has undergone drastic changes as the national economy has slowly transitioned from a manufacturing-based economy to more of a service-based economy. Today, a greater focus is placed on economic development as it relates to people – their skills and talent, their education, and increasingly, their demand for living in quality places. As such, many economic development organizations are spending additional efforts and attention on place-based investments such as downtown improvements. In Boerne, it is no different. As seen elsewhere in these recommendations, there have been several City of Boerne plans or studies which are intended to

create quality new developments within Boerne (see Actions 2.2.5 and 2.2.6). In this regard, the City's Economic Development Department understands that creating places where people want to live, work, and play, increases the overall economic attractiveness and competitiveness of the City. Moving forward, the City and the BKCEDC should continue to work together to facilitate the creation of more of these around Boerne through incentives, public-private partnerships, or through other programs or mechanisms.

#### **Action 5.1.6, Consider increased support for efforts to create destination amenities in Boerne.**

Today, quality parks, recreation, trails, and other amenities are considered equally as important as the traditional provision of providing infrastructure and public safety. Particularly in more affluent communities, these types of "destination amenities" are becoming differentiators in determining where people (and by association, businesses) want to live in today's more connected and mobile world. Increasingly, these types of amenities become attractors for new residents and businesses who want to live, work, and play in a community that has these resources available. They also serve to attract visitors thereby strengthening the economic health of the community.

#### **Action 5.1.7, Consider and/or expand support for the Boerne Convention and Visitors Bureau (CVB).**

Boerne has positioned itself as a premier destination in the Texas Hill Country, as well as the State of Texas, and continues to be an economic driver in the tourism-related industry. The City should continue to work in cooperation with its community partners to market Boerne as a "destination". The City should continue its promotion of Boerne through extensive advertising to cover all media outlets (i.e., radio and television promotion, print and internet advertising, social media, and direct mail) and its support of the Convention and Visitors Bureau (CVB). The Boerne CVB should continue to lead the charge in the promotion of the City as a tourism destination and continue to develop market research to understand where its out of town guests come from, what their interests are, and how to capture overnight stays. Boerne hotels are performing at the highest level

## APPENDIX A CONT.— MASTER PLAN

### FUTURE DIRECTIONS

in the history of the City and with the addition of Boerne's first full service hotel and conference center, tourism's future has never been greater. With the projected growth in the residential population and commercial properties, the City can expect an increase in the real estate interest from additional hotel and motel developers. In order to stay relevant and competitive as a prime tourism destination (and soon to be a sought-after conference destination), Boerne must be consistent in its branding of the City and also ensure that its hotel property inventory expands as the City becomes more in demand. Boerne's historic downtown and its Hill Country Mile continue to be the draw for shopping, dining, and overnight stays. The Boerne CVB's new visitor center located on the Hill Country Mile will be a new source for everything Boerne and the Texas Hill Country.

#### **Action 5.1.8, Consider opportunities for partnering to attract a future community college or higher education institutional campus to the Boerne area.**

It is widely understood that a quality education is increasingly a critical component of an overall economic development work program. Boerne already benefits from an excellent primary and secondary school system, but is currently lacking a local college-level facility. Moving forward, the City should continue to pursue partners to determine if there is a viable opportunity to establish a post secondary institution in or near the City. This opportunity could later be utilized, not only at the college but other City institutions such as the library, to offer workforce development and education programs in association with existing or future Boerne businesses.

#### **Action 5.1.9, Consider support for the development of an economic development strategic analysis.**

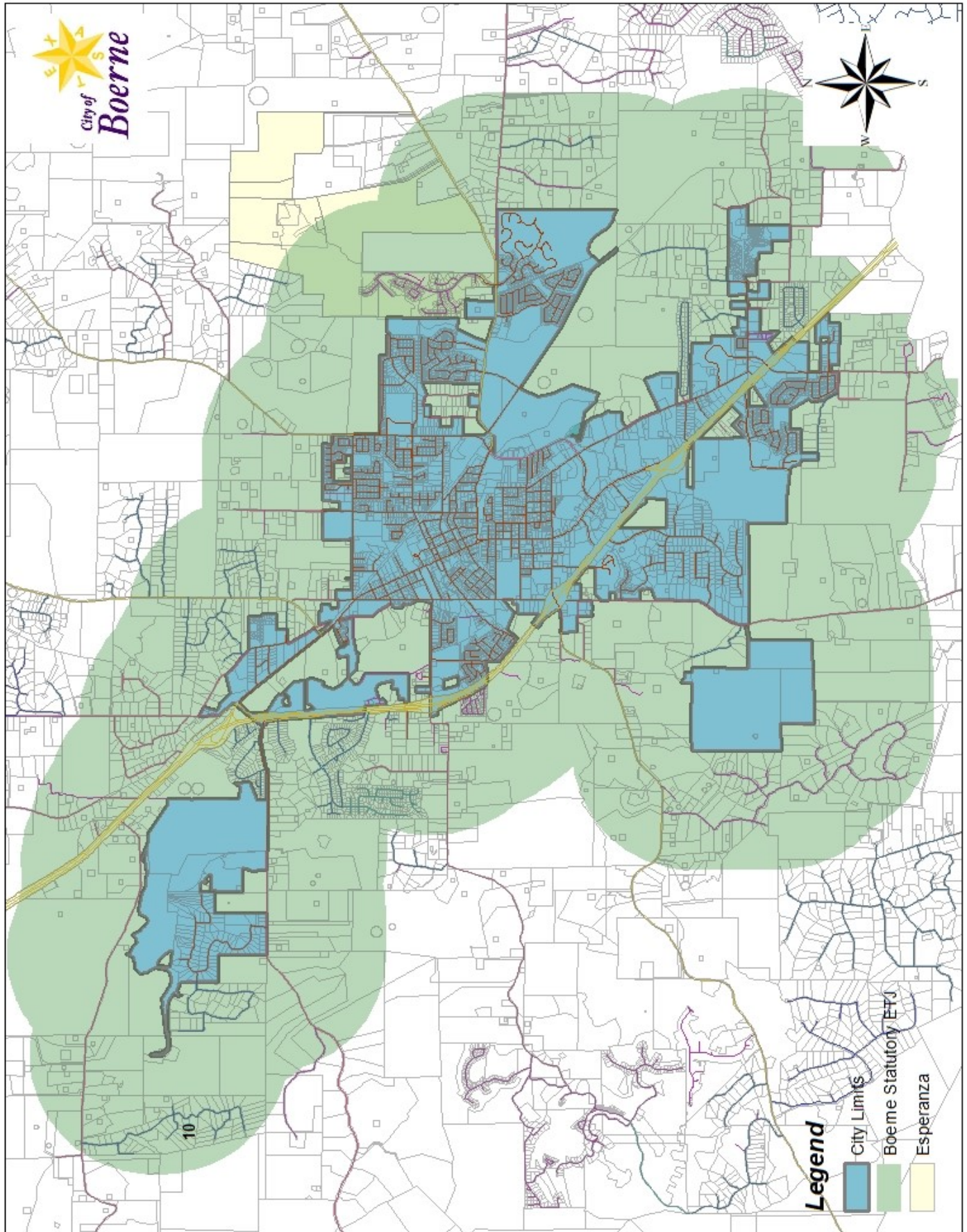
Although the City undertakes an annual update of its Economic Development Work Plan, it may be prudent to consider a longer-term economic strategy that analyzes the broader questions of "where do we want to go?" and "how are we going to get there?" This strategic analysis should identify community economic goals and actions for the next five years and beyond, as well as identifying who is responsible for initiation and appropriate funding responsibilities or mechanisms. The goals should be prioritized and contain actionable objectives focusing on how the City and BKCEDC can partner together to continue to improve Boerne's economic attractiveness and resiliency.

#### **Action 5.1.10, Seek economic development initiatives to expand and diversify employment opportunities including higher paying jobs.**

Continue to identify economic development initiatives to expand and diversify employment opportunities, including higher paying jobs, in Boerne.

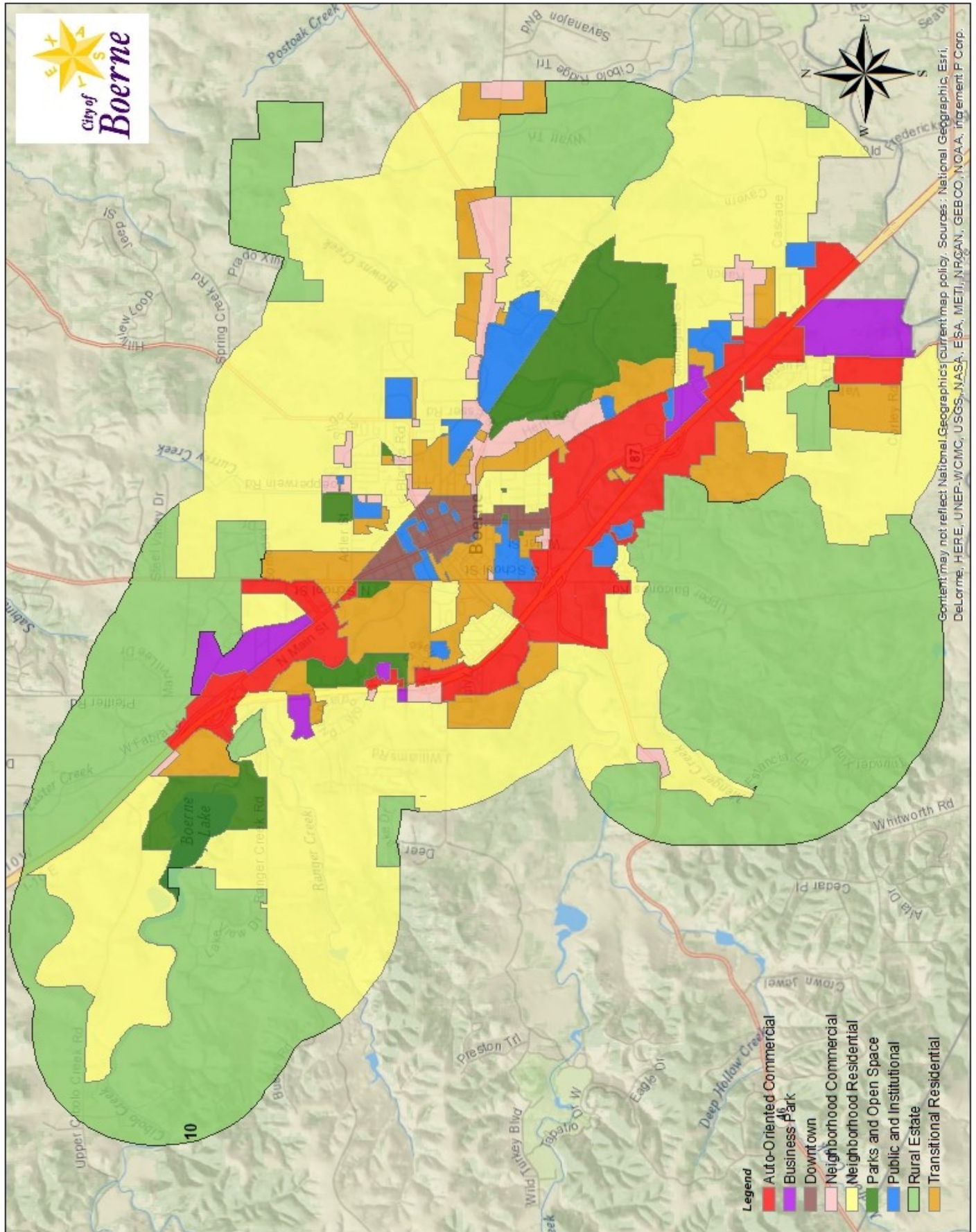


# APPENDIX B— CITY LIMITS AND ETJ MAP



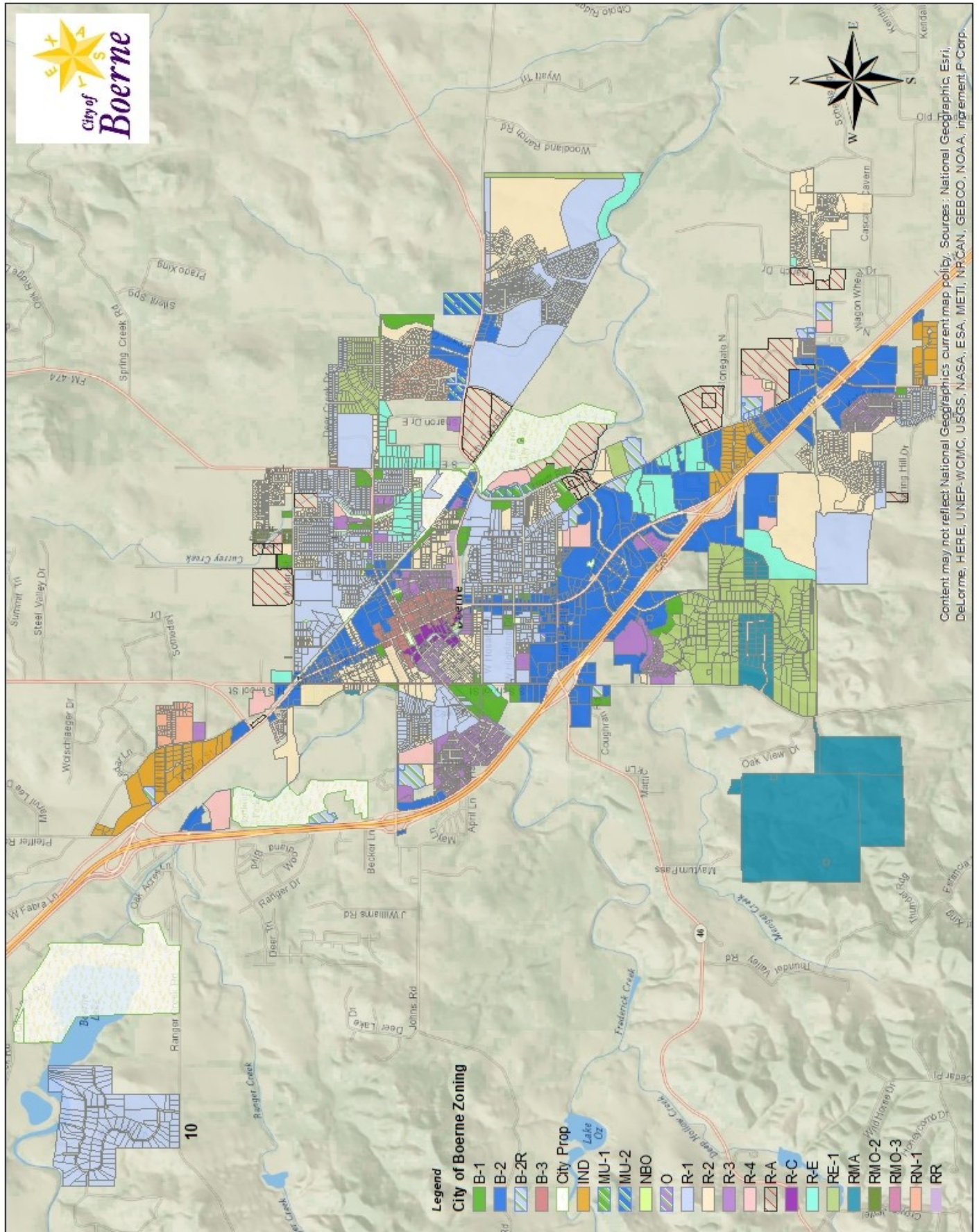


# APPENDIX C— FUTURE LAND USE MAP





# APPENDIX D— ZONING MAP





#### **Economic Development Staff**

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- o *Jeff Thompson, Deputy City Manager*
- o *Laura Talley, Planning and Community Services Director*
- o *Paul Barwick, Special Projects Director*
- o *Sandy Mattick, Finance Director*
- o *Mike Mann, Utilities Director*
- o *Pamela Bransford, Communications Director*
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